



Health Services
LOS ANGELES COUNTY

**Los Angeles County
Board of Supervisors**

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John F. Schunhoff, Ph.D.
Interim Director

Robert G. Splawn, M.D.
Interim Chief Medical Officer

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Los Angeles, CA 90012

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*To improve health
through leadership,
service and education.*



www.dhs.lacounty.gov

December 22, 2009

TO: Each Supervisor

FROM: John F. Schunhoff, Ph.D. 
Interim Director

SUBJECT: **STATUS REPORT ON KEY INDICATORS OF PROGRESS,
HOSPITAL OPERATIONS, AND OTHER ISSUES RELATED
TO THE TRANSITION TO THE NEW LAC+USC MEDICAL
CENTER – PROGRESS REPORT #26 (Agenda Item #S-1,
December 22, 2009)**

This is to provide your Board with the bi-monthly report on the status of transitioning to the new LAC+USC Medical Center (LAC+USC). This report is the full monthly operational report with trends to include the month of November 2009.

Census Trending (ADC includes Psychiatric & Newborn Patients)

The Average Daily Census (ADC) for the month of November was 567 out of 671 licensed beds, an estimated 82% utilization rate (84% occupancy). The census for Medical/Surgical units was an estimated 93% utilization rate (95% occupancy) for November 2009.

Emergency Department (ED) Indicators

All ED metrics have improved as compared to the prior 6-8 months, including:

Reduced Median Boarding Time -- over 2 hour reduction
ED Wait Time -- nearly 3 hour reduction
Left Without Being Seen -- 8% reduction (more than 900 fewer patients Leaving/month)
ALS Diversion -- over 20 hour/month reduction

Crowding Level Comparison -- This reporting period shows a significant reduction in time when the hospital is at high levels of overcrowding. Reductions in high overcrowding are most likely attributed to a slightly lower ED volume and lower ADC during this month as well as an increase in transfers out of the ED facilitated by a private hospital contract for the transfer of indigent and Medi-Cal patients whenever more than thirteen patients are waiting for admission beds. Furthermore, continued work on various patient flow initiatives is resulting in reduced crowding levels.

Transfers Out of Hospital -- The number of transfers out was 168 for the month of November which is a 40% increase compared to transfers out six months ago. This is reflective of both increased transfers to Rancho Los Amigos and to surrounding private sector hospitals.

Additional Information Requested

On November 25, 2009, your Board instructed the Interim Director of Health Services to report back on what was accomplished as a result of the zero-based budgeting activities identified in the November 10, 2009 report. In addition, Supervisor Antonovich has requested a report back on the following: 1) any detail on the consultant's recommendations and DHS modifications of these recommendations; and 2) if any work has been done to complete the line-by-line item review, and if so, provide a detailed report to the Board, including any action or changes that have been made as a result of this project.

The Affiliated Computer Services (ACS) deliverable was a staffing model with varying percentiles of comparison to other hospitals nationally. The recommended achievement percentile was intended to be different in each service or functional area to which it is applied.

With a year's experience and stabilization of services in the new facility, LAC+USC is now in the process of updating the workload and staffing data for each functional area such as laboratory, radiology and materials management, based on actual workload in the new facility and workload benchmarks for each discipline. The staffing data will reflect Full-Time Equivalents (FTE) computed using both County (including overtime) and contract/registry staff. The results will be adjusted for outliers previously identified during the consultant's review.

The current staffing information will then be compared to the benchmark workload data for each discipline in the corresponding functional areas. The results will be discussed with the responsible manager for each applicable area and a determination will be made whether any adjustments are needed. Once the workload and staffing data is finalized, it will be included in the staffing model to compute the relative percentile rank of the functional area. Areas determined to be above the median staffing model percentile rank will be targeted for reductions in overtime and use of registries, and excess staff will be mitigated, where possible, to other areas or facilities. Any request to add FTE's for a functional area above the 50th percentile will be critically reviewed. Laboratory has been selected as the first functional area to be reviewed. It is projected to be completed in 90 days. Then work will begin on the next functional area.

We will provide you with periodic reports on the LAC+USC progress on these staffing evaluations. In the meantime if you have any questions or need additional information please contact Carol Meyer, Chief Network Officer at (213) 240-8370 or me.

JFS:CM:pm
811:003

Attachments

c: Chief Executive Officer
Acting County Counsel
Executive Officer, Board of Supervisors

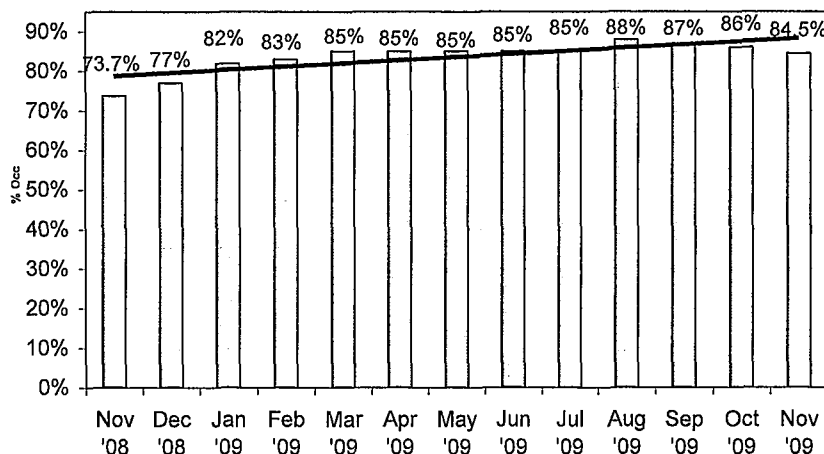
LAC+USC Medical Center
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Reporting Period –Nov 2009

Indicator	Definition	Data	Comments																																																																												
Indicator #1 – Trends in Average Daily Census and Hospital Operations Metrics																																																																															
1a. Average Daily Census (ADC)	<p>ADC: A measure of the total number of inpatients occupying licensed beds on a daily basis reported as the arithmetic mean.</p> <p>Calculation: Total number of admitted inpatients at 12:00 AM midnight daily, summed over the month and divided by the total number of days in the month.</p> <p>Source of Data: Affinity</p>	<div><p>ADC</p><table><thead><tr><th>Month</th><th>ADC</th></tr></thead><tbody><tr><td>Oct '06</td><td>637</td></tr><tr><td>Nov '06</td><td>637</td></tr><tr><td>Dec '06</td><td>598</td></tr><tr><td>Jan '07</td><td>623</td></tr><tr><td>Feb '07</td><td>612</td></tr><tr><td>Mar '07</td><td>605</td></tr><tr><td>Apr '07</td><td>605</td></tr><tr><td>May '07</td><td>625.5</td></tr><tr><td>Jun '07</td><td>625.5</td></tr><tr><td>Jul '07</td><td>625.5</td></tr><tr><td>Aug '07</td><td>623</td></tr><tr><td>Sep '07</td><td>623</td></tr><tr><td>Oct '07</td><td>590</td></tr><tr><td>Nov '07</td><td>590</td></tr><tr><td>Dec '07</td><td>609</td></tr><tr><td>Jan '08</td><td>609</td></tr><tr><td>Feb '08</td><td>605</td></tr><tr><td>Mar '08</td><td>605</td></tr><tr><td>Apr '08</td><td>583</td></tr><tr><td>May '08</td><td>611</td></tr><tr><td>Jun '08</td><td>578</td></tr><tr><td>Jul '08</td><td>596</td></tr><tr><td>Aug '08</td><td>491</td></tr><tr><td>Sep '08</td><td>525</td></tr><tr><td>Oct '08</td><td>551</td></tr><tr><td>Nov '08</td><td>563</td></tr><tr><td>Dec '08</td><td>572</td></tr><tr><td>Jan '09</td><td>572</td></tr><tr><td>Feb '09</td><td>577</td></tr><tr><td>Mar '09</td><td>572</td></tr><tr><td>Apr '09</td><td>573</td></tr><tr><td>May '09</td><td>592</td></tr><tr><td>Jun '09</td><td>589</td></tr><tr><td>Jul '09</td><td>581</td></tr><tr><td>Aug '09</td><td>567</td></tr><tr><td>Sep '09</td><td>567</td></tr><tr><td>Oct '09</td><td>567</td></tr></tbody></table></div> <p>Note: Average Daily Census number reported includes Medical Center + Psych + Newborns Census.</p> <td>ADC provided as background information.</td>	Month	ADC	Oct '06	637	Nov '06	637	Dec '06	598	Jan '07	623	Feb '07	612	Mar '07	605	Apr '07	605	May '07	625.5	Jun '07	625.5	Jul '07	625.5	Aug '07	623	Sep '07	623	Oct '07	590	Nov '07	590	Dec '07	609	Jan '08	609	Feb '08	605	Mar '08	605	Apr '08	583	May '08	611	Jun '08	578	Jul '08	596	Aug '08	491	Sep '08	525	Oct '08	551	Nov '08	563	Dec '08	572	Jan '09	572	Feb '09	577	Mar '09	572	Apr '09	573	May '09	592	Jun '09	589	Jul '09	581	Aug '09	567	Sep '09	567	Oct '09	567	ADC provided as background information.
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1b. Occupancy Rate LAC+USC Medical Center	<p>Definition: A measure of the usage of the licensed beds during the reporting period that is derived by dividing the patient days in the reporting period by the licensed bed days in the reporting period.</p> <p>Calculation: The total number of admitted inpatients at 12:00 AM midnight, including women in labor, may include normal newborns and psychiatric inpatients divided by licensed or budgeted beds.</p> <p>Source of Data: Affinity</p> <p>Target: 95%</p>	<p>1. Medical Center Licensed Occupancy Rate (excluding Newborns) = Med Center Census – Newborns / 600</p> <p style="text-align: center;">Med Center Census – Newborns / 600</p> <p>2. Medical Center Licensed Occupancy Rate (including Newborns) Med Center Census + Newborn / 600</p> <p style="text-align: center;">Med Center Census + Newborns / 600</p>	For comparison, occupancy rates reported in the old facility were reported including newborns and were based on budgeted beds.

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		<div>3. Healthcare Network Budgeted Occupancy Med Center Census + Newborns + Psych Hosp Census / 671 Med Center Census + Newborns + Psych Hosp Census / 671</div> <div><table><thead><tr><th>Month</th><th>% Occ</th></tr></thead><tbody><tr><td>Nov '08</td><td>73.7%</td></tr><tr><td>Dec '08</td><td>77%</td></tr><tr><td>Jan '09</td><td>82%</td></tr><tr><td>Feb '09</td><td>83%</td></tr><tr><td>Mar '09</td><td>85%</td></tr><tr><td>Apr '09</td><td>85%</td></tr><tr><td>May '09</td><td>85%</td></tr><tr><td>Jun '09</td><td>85%</td></tr><tr><td>Jul '09</td><td>85%</td></tr><tr><td>Aug '09</td><td>88%</td></tr><tr><td>Sep '09</td><td>87%</td></tr><tr><td>Oct '09</td><td>86%</td></tr><tr><td>Nov '09</td><td>84.5%</td></tr></tbody></table></div> <div>Medical Center = New Facility Healthcare Network = New Facility + Psychiatric Hospitals</div>	Month	% Occ	Nov '08	73.7%	Dec '08	77%	Jan '09	82%	Feb '09	83%	Mar '09	85%	Apr '09	85%	May '09	85%	Jun '09	85%	Jul '09	85%	Aug '09	88%	Sep '09	87%	Oct '09	86%	Nov '09	84.5%	
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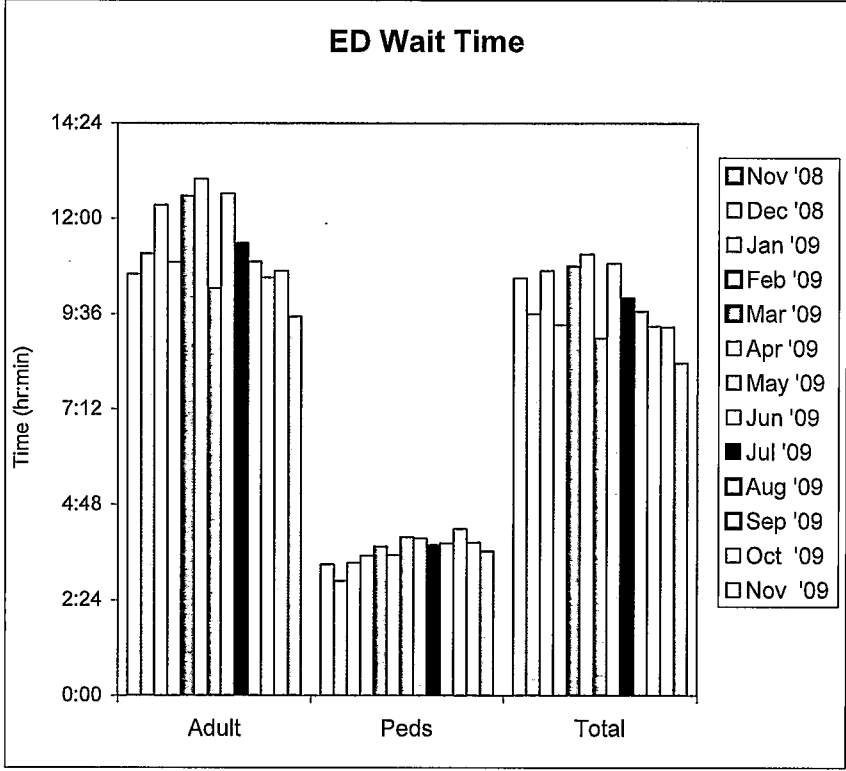
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2a. Median Emergency Department Boarding Time (EDBT) *Harris Rodde Indicator	<p>Boarding Time: Time from MD Admit time (effective date and time of pre-admit) to time the patient actually leaves the ED en route to assigned bed (effective date and time of the ED disposition).</p> <p>Calculation: The middle value in the set of individual boarding times for the month arranged in increasing order. If there is an even number of values, then the median is the average of the middle two values.</p> <p>Source of Data: Affinity</p> <p>Target: Less than 7 hours.</p>	<p style="text-align: center;">Median EDBT</p> <table border="1"> <caption>Median EDBT Data (Time in hr:min)</caption> <thead> <tr> <th>Month</th> <th>Adult</th> <th>Peds</th> <th>Total</th> </tr> </thead> <tbody> <tr><td>Nov '08</td><td>4:28</td><td>2:18</td><td>4:12</td></tr> <tr><td>Dec '08</td><td>4:58</td><td>2:17</td><td>4:33</td></tr> <tr><td>Jan '09</td><td>5:22</td><td>2:21</td><td>4:28</td></tr> <tr><td>Feb '09</td><td>5:14</td><td>2:22</td><td>4:28</td></tr> <tr><td>Mar '09</td><td>6:06</td><td>3:00</td><td>4:44</td></tr> <tr><td>Apr '09</td><td>4:34</td><td>2:32</td><td>4:00</td></tr> <tr><td>May '09</td><td>3:54</td><td>2:31</td><td>3:38</td></tr> <tr><td>Jun '09</td><td>5:00</td><td>2:36</td><td>4:32</td></tr> <tr><td>Jul '09</td><td>5:37</td><td>2:36</td><td>5:01</td></tr> <tr><td>Aug '09</td><td>5:37</td><td>2:39</td><td>4:41</td></tr> <tr><td>Sep '09</td><td>4:36</td><td>2:40</td><td>4:44</td></tr> <tr><td>Oct '09</td><td>4:36</td><td>2:53</td><td>3:57</td></tr> <tr><td>Nov '09</td><td>7:43</td><td>2:40</td><td>6:06</td></tr> <tr><td>Nov '09</td><td>7:43</td><td>2:32</td><td>6:08</td></tr> </tbody> </table> <p>Nov '09 data is Preliminary data</p>	Month	Adult	Peds	Total	Nov '08	4:28	2:18	4:12	Dec '08	4:58	2:17	4:33	Jan '09	5:22	2:21	4:28	Feb '09	5:14	2:22	4:28	Mar '09	6:06	3:00	4:44	Apr '09	4:34	2:32	4:00	May '09	3:54	2:31	3:38	Jun '09	5:00	2:36	4:32	Jul '09	5:37	2:36	5:01	Aug '09	5:37	2:39	4:41	Sep '09	4:36	2:40	4:44	Oct '09	4:36	2:53	3:57	Nov '09	7:43	2:40	6:06	Nov '09	7:43	2:32	6:08	
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2b. ED Wait Time	<p>ED Wait Time: Measured from time patient is triaged to time patient is either admitted or discharged reported as an arithmetic mean.</p> <p><u>Definition:</u> Sum of all wait time values during the monthly reporting period divided by the total number of values.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	 <p>Adult Wait Time : *Excludes Psych, Pediatric, Observation Unit, and Jail patients</p> <p>Total ED Wait time: *Excludes Psych, Observation Unit, and Jail</p> <p>Nov '09 data is Preliminary data</p>	

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2c. Left Without Being Seen (LWBS) *Harris Rodde Indicator	<p>LWBS: The total number of patients who left the ED without being seen by a physician reported as a percentage of all ED visits.</p> <p>Calculation: The total number of patients who left the ED without being seen divided by the total number of ED patient visits on a monthly basis.</p> <p>Source of Data: Affinity</p> <p>Target: No target value. Lower numbers are better.</p>	<p style="text-align: center;">Left Without Being Seen</p> <p style="text-align: center;">Nov '09 data is Preliminary data</p>	

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2d. ED Diversion	<p>ED Diversion: A percentage measure of the time the ED diverts ambulance traffic away from the ED, reported as a function of the reason for diversion on a monthly basis.</p> <p>Calculation: The total number of hours of ED diversion for a specific reason divided by the total number of available hours in a month.</p> <p>Source of Data: ReddiNet</p>	<p style="text-align: center;">Diversion of ALS Units due to ED Saturation</p> <table border="1"><thead><tr><th>Month</th><th>% on Diversion</th></tr></thead><tbody><tr><td>Oct '06</td><td>49</td></tr><tr><td>Nov '06</td><td>42</td></tr><tr><td>Dec '06</td><td>31</td></tr><tr><td>Jan '07</td><td>38</td></tr><tr><td>Feb '07</td><td>45</td></tr><tr><td>Mar '07</td><td>42</td></tr><tr><td>Apr '07</td><td>38</td></tr><tr><td>May '07</td><td>31</td></tr><tr><td>Jun '07</td><td>32</td></tr><tr><td>Jul '07</td><td>34</td></tr><tr><td>Aug '07</td><td>36</td></tr><tr><td>Sep '07</td><td>28</td></tr><tr><td>Oct '07</td><td>22</td></tr><tr><td>Nov '07</td><td>21</td></tr><tr><td>Dec '07</td><td>25</td></tr><tr><td>Jan '08</td><td>52</td></tr><tr><td>Feb '08</td><td>51</td></tr><tr><td>Mar '08</td><td>51</td></tr><tr><td>Apr '08</td><td>30</td></tr><tr><td>May '08</td><td>23</td></tr><tr><td>Jun '08</td><td>25</td></tr><tr><td>Jul '08</td><td>42</td></tr><tr><td>Aug '08</td><td>50</td></tr><tr><td>Sep '08</td><td>51</td></tr><tr><td>Oct '08</td><td>50</td></tr><tr><td>Nov '08</td><td>40</td></tr><tr><td>Dec '08</td><td>58</td></tr><tr><td>Jan '09</td><td>40</td></tr><tr><td>Feb '09</td><td>52</td></tr><tr><td>Mar '09</td><td>55</td></tr><tr><td>Apr '09</td><td>58</td></tr><tr><td>May '09</td><td>35</td></tr><tr><td>Jun '09</td><td>35</td></tr><tr><td>Jul '09</td><td>63</td></tr><tr><td>Aug '09</td><td>52</td></tr><tr><td>Sep '09</td><td>51</td></tr><tr><td>Oct '09</td><td>59</td></tr><tr><td>Nov '09</td><td>41</td></tr></tbody></table>	Month	% on Diversion	Oct '06	49	Nov '06	42	Dec '06	31	Jan '07	38	Feb '07	45	Mar '07	42	Apr '07	38	May '07	31	Jun '07	32	Jul '07	34	Aug '07	36	Sep '07	28	Oct '07	22	Nov '07	21	Dec '07	25	Jan '08	52	Feb '08	51	Mar '08	51	Apr '08	30	May '08	23	Jun '08	25	Jul '08	42	Aug '08	50	Sep '08	51	Oct '08	50	Nov '08	40	Dec '08	58	Jan '09	40	Feb '09	52	Mar '09	55	Apr '09	58	May '09	35	Jun '09	35	Jul '09	63	Aug '09	52	Sep '09	51	Oct '09	59	Nov '09	41	<p>This is slightly lower than the before move diversion history which generally ranged between 50-60%.</p> <p>Key points:</p> <ul style="list-style-type: none">-- Diversion is for paramedic runs only; Basic Life Support ambulances still arrive.-- When diversion is requested but all hospitals in the area are on diversion, patients go to the closest hospital. Therefore, ambulances often arrive while "on diversion".
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Indicator	Definition	Data	Comments
2e. Surge Report		<p align="center">Crowding Level Comparison</p> <p align="center">New Facility Surge Plan Suspended New Facility Surge Plan Operational</p> <p>The chart displays the percentage distribution of crowding levels over time. The 'New Facility Surge Plan Suspended' period (12/08 to 4/09) shows a significant peak in 'Dangerously OC' (black bars) in April 2009, reaching approximately 58%. The 'New Facility Surge Plan Operational' period (5/09 to 11/09) shows a peak in 'Severely OC' (white bars) in August 2009, reaching approximately 55%. The legend indicates that 'Dangerously OC' is black, 'Severely OC' is white, 'OverCrowded' is white, 'Extremely Busy' is white, 'Busy' is black, and 'Not Busy' is white.</p>	

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Indicator	Definition	Data	Comments		
Indicator #3 – Trends for Patient Diversions and Transfers & #4 – Transfers to Rancho Los Amigos Metrics					
3. & 4. Rancho Los Amigos Hospital (RLAH) Transfers	Transfers: The volume of patients transferred to RLAH for acute hospitalization from the Emergency Department and from Inpatient Units. Data Source: Manual record keeping. Cancelled category includes patients whose condition changed leading to higher level of care or discharge home.	<u>Month of Nov</u>			
		<u>Referrals from ER:</u>			
			Med/Surg	Acute Stroke	Total
		# Met transfer criteria	50	NA	-
		# Referred to RLAH	50	23	73
		# Transfers	39	23	62
		# Denied	2	NA	-
		# Cancelled	9*	NA	-
		# Patients refused*	0	NA	-
		<u>Referrals from Inpatients:</u>			
	Med/Surg	Acute Stroke	Total		
# Met transfer criteria	45	NA	-		
# Referred to RLAH	42	11	53		
# Transfers	25	11	36		
# Denied	11	NA	-		
# Cancelled	9*	NA	-		
# Patients refused*	0	NA	-		
Other /Pending	0	NA	-		

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Indicator	Definition	Data	Comments																																																																																				
		<div><div><p>Rancho Med Surg Transfers Workload</p><table><thead><tr><th>Month</th><th>ER</th><th>Inpt</th></tr></thead><tbody><tr><td>Nov '08</td><td>8</td><td>27</td></tr><tr><td>Dec '08</td><td>10</td><td>28</td></tr><tr><td>Jan '09</td><td>24</td><td>29</td></tr><tr><td>Feb '09</td><td>26</td><td>22</td></tr><tr><td>Mar '09</td><td>32</td><td>24</td></tr><tr><td>Apr '09</td><td>34</td><td>27</td></tr><tr><td>May '09</td><td>24</td><td>28</td></tr><tr><td>Jun '09</td><td>27</td><td>27</td></tr><tr><td>Jul '09</td><td>54</td><td>14</td></tr><tr><td>Aug '09</td><td>59</td><td>24</td></tr><tr><td>Sep '09</td><td>49</td><td>26</td></tr><tr><td>Oct '09</td><td>52</td><td>25</td></tr><tr><td>Nov '09</td><td>39</td><td>25</td></tr></tbody></table></div><div><p>Patients Transferred Out</p><table><thead><tr><th>Month</th><th>Other Hospitals</th><th>Rancho</th></tr></thead><tbody><tr><td>Nov '08</td><td>14</td><td>59</td></tr><tr><td>Dec '08</td><td>20</td><td>68</td></tr><tr><td>Jan '09</td><td>14</td><td>79</td></tr><tr><td>Feb '09</td><td>18</td><td>65</td></tr><tr><td>Mar '09</td><td>29</td><td>77</td></tr><tr><td>Apr '09</td><td>35</td><td>80</td></tr><tr><td>May '09</td><td>37</td><td>82</td></tr><tr><td>Jun '09</td><td>32</td><td>94</td></tr><tr><td>Jul '09</td><td>33</td><td>101</td></tr><tr><td>Aug '09</td><td>36</td><td>113</td></tr><tr><td>Sep '09</td><td>31</td><td>99</td></tr><tr><td>Oct '09</td><td>62</td><td>96</td></tr><tr><td>Nov '09</td><td>70</td><td>98</td></tr></tbody></table></div></div> <p>Data was revised to reflect total # of patients (including stroke patients) referred to Rancho</p>	Month	ER	Inpt	Nov '08	8	27	Dec '08	10	28	Jan '09	24	29	Feb '09	26	22	Mar '09	32	24	Apr '09	34	27	May '09	24	28	Jun '09	27	27	Jul '09	54	14	Aug '09	59	24	Sep '09	49	26	Oct '09	52	25	Nov '09	39	25	Month	Other Hospitals	Rancho	Nov '08	14	59	Dec '08	20	68	Jan '09	14	79	Feb '09	18	65	Mar '09	29	77	Apr '09	35	80	May '09	37	82	Jun '09	32	94	Jul '09	33	101	Aug '09	36	113	Sep '09	31	99	Oct '09	62	96	Nov '09	70	98	
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Indicator	Definition	Data	Comments
Indicator #5 – Harris Rodde Indicators			
5. Average Length of Stay (ALOS) <			

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Indicator	Definition	Data					Comments
Indicator #6 – Pediatric Metrics							
6. Pediatric Bed Census and Occupancy (%) Pediatric ICU (PICU) Neonatal ICU (NICU) Pediatric Unit Adolescent Unit	Census: The total number admitted pediatric inpatients at 12:00 AM midnight of a designated pediatric ward. Occupancy: The total number of admitted pediatric inpatients divided by the total number of licensed beds on that unit and reported as percentage. Source of Data: Affinity						
		Date	NICU (40 Beds)	Peds Ward (25 Beds)	PICU (10 Beds)	Med/Surg Adolescent (20 Beds)	
		Nov-08	56%	54%	50%	33%	
		Dec-08	52%	60%	60%	40%	
		Jan-09	52%	68%	70%	75%	
		Feb-09	50%	80%	80%	85%	
		Mar-09	57%	72%	70%	80%	
		Apr-09	57%	60%	60%	75%	
		May-09	62%	72%	70%	80%	
		Jun-09	60%	64%	60%	75%	
		Jul-09	57%	72%	60%	80%	
		Aug-09	55%	64%	60%	80%	
		Sep-09	55%	68%	70%	80%	
		Oct-09	45%	60%	60%	80%	
Nov-09	35%	64%	70%	70%			